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29 February 1972

NOTES ON THE HISTORIES OF [REDACTED]

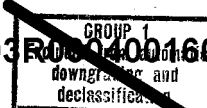
25X1A8a

25X1A8a There is a definite similarity in the missions of [REDACTED] and the 25X1A8a
[REDACTED] however, there is little similarity in the histories. The [REDACTED] 25X1A8a
history reads easily and is rich in detail. The writing style is
familiar -- like a personal diary. There is warmth and feeling
about the development, problems and people of [REDACTED]. The rich detail 25X1A8a
also maintains reader interest -- the quotes from memos, documents
and letters and recollections of conversations. Many conclusions
25X1A8a can be drawn, too, about general organizational development from this
outpouring on [REDACTED]

These qualities and feelings are markedly absent from the [REDACTED] 25X1A8a
history. This is not to slight the writer of the [REDACTED] document, 25X1A8a
however. The rich material resources may not have been available.
In any case, it is not well written and the reader constantly finds
himself grasping for the intimate details of germination and growth,
of people and problems. But they are not there. It is a sterile
and cold recitation of events and rationale -- there is no spirit, no
sense of importance or pride, no evidence that human beings worked
and sweated and massaged.

25X1A8a The reader comes away with no specific or concrete impressions
of [REDACTED] except the fear that the whole thing must have been terribly
dull, unimportant, and boring. On the contrary, there are several
specific impressions left with the reader of the [REDACTED] history, 25X1A8a
impressions about the organization and its people. The history is
long, consistent, colorful and illustrious. Several U.S. intelligence
coups during the last 30 years have been the direct result of [REDACTED] 25X1A8a
25X1A8a The people of [REDACTED] are warm living images and seem to 25X1A8a
be a cut above the average civil servant. Their dedication is shown
by their performances during various national crises and local strife
25X1A8a effecting [REDACTED] is one of the unknown
heroes of the intelligence community. The importance of [REDACTED] 25X1A8a
product is obvious when the various needs of the intelligence
community are viewed. It seems the need for [REDACTED] has never been in 25X1A8a
doubt, but only under whose wing it should be placed. Over the
last 30 years, while the rest of the intelligence community has been
seeking stability of organization and mission, [REDACTED] has been operating 25X1A8a
unimpeded.

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25X1A8a Although the [] history is quite long, there is considerable value in such a thorough treatment. There is a history of [] as there are, 25X1A8a I am sure, of every government agency, but if the [] document is a 25X1A8a typical example, these agencies have no real idea by what means they were established, and nurtured, or how they grew to bureaucratic splendor. There is a great deal to be gained by having [] employees 25X1A8a read the history. But in its present length it would tend to defeat many before they even started; others might skip parts or skim the material. A condensed version, however, would be extremely valuable in developing esprit de corps, a sense of belonging, job importance, and purpose. These are mirrors of my own reactions to the history. I am not able to be as complimentary of the feelings evoked from the 25X1A8a [] document. I cannot remember any incident or anecdote, or person or problem. There was no sense of immersion in the development.

In addition to its excessive length, the [] history does tend 25X1A8a to be confusing in parts. This is attributable to the way it was done -- the three time periods. There is a lot of backtracking from one section and one volume to the other. Information is repeated and the time frames of the volumes are not kept entirely within the bounds set in the titles. The development of the various [] 25X1A8a seems to be one of the areas where confusion abounds. I'm still not too sure how and when and after what preliminaries Portland, San Francisco, and Denver were conceived, constructed, commenced operations and were closed. Of course, it can be untangled, but the reader's interest and thought train are broken. There are other places where the history takes a circuitous route, but the one above is most vivid.

25X1A8a I thoroughly enjoyed reading the [] history. It has been a great help in discussions with the various people I have met in the last two weeks. I have been able to fill in some gaps and probe for further information. I cannot say that the [] history provided as 25X1A8a much background. I have been relying on extensive questioning in the area divisions to elicit the feelings and information I found lacking 25X1A8a in the [] document. However, the basic facts provided therein have been valuable. I was a bit disappointed that the [] history did 25X1A8a not include a discussion of the evolution of [] 25X1A8a From other reading I am aware that many lessons were learned after World War II when captured documents could be compared with analyses to determine accuracy of method and thought. However, there has been little published since on how these techniques and lessons have been used, revised, and implemented.

25X1A8a In conclusion, [] is not receiving its due representation in the Intelligence and World Affairs course. Perhaps a copy of the history should be made available to the faculty for use in their 25X1A8a block on [].

[] 25X1A9a